Next the engine goes to the motor testing room, where it is put on a stand and run under its own power, by the hour and is given the horse power test, being required to deliver a certain power under the brake before the testing room will pass it. It is also inspected, and each detail checked.

The rear axle unit—which comprise the rear axle casing, the live rear axle, the diff ential, the final—drive bevel goars, the speed change set, brakes, and rear wheels—is assembled in the same manner, and after assembling it is placed upon a testing stand and run under power and given a careful "tuning up" and final adjustment of all features.

In the final erecting room the running gear, the engine and the rear axle bridge are put together to form the chassis, which is the complete car minus the body. When the chassis is finished it is sent to the road-testing department. Old tires belonging to the company are placed on the wheels, and a special testing body, loaded down with sandbags, temporarily attached to the frame. It is then given to an expert tester, who gives it several hundred miles of hard running on the road.

When he turns it in to the head tester it must be up to a high standard set for the performance of all pars. The head tester is the most rigorous critic of them all. He personally gives each finished car a hard drive before he finally approves and sends it to the painting department.

While all of this mechanical work has been going on the body department has been manufacturing bodies which will meet the painted chassis in what is known as the finishing room. Over this framework are placed panels of sheet aluminum, the joints being covered with brass moldings. The immense body department is a factory within a factory, where are employed the most approved methods known to the art of fine carriage making.

In the paint shop the body gets seventeen coats of paint. Without these successive coats of paint the finish would not last long in the hard usage to which a car is subjected. After the several coats of finishing color have been applied, rubbed down, and reapplied, the body is stripped and goes to the trim shop, where the upholstering is done. After upholstering the body re-enters the paint shop to receive the final varnish coats. These are applied in rooms kept absolutely tight to avoid even the slight amount of dust that would arise by the opening and shutting of doors during working hours.

In the finishing room the completed body is introduced to the chassis. The body is not only put on the chassis, but the car receives all of its minor equipment—top, lamps, horn, tires, and any special equipment. The finishing room also checks each detail to see that the finished product is not deficient by any slight oversight. Then, either the foreman, or some other expert, gives the car a short and final run to make doubly sure.

The selling department works before the manufacturing department and not afterward. If the cars are not sold they are not built.

The production is systematized upon a schedule basis for the actual manufacture and delivery of a specified number of cars on specified dates. There is never a stock of cars on hand. They go through the factory regularly. As fast as they are finished they go out. Seldom are they behind schedule and once in a while they are ahead of schedule.

The detail is immense. When a car is analyzed to its finest pieces there are thousands upon thousands of parts. These parts must be efficiently made, assembled and shipped. Only a carefully planned organization can do this on a broad scale, and do it well.

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